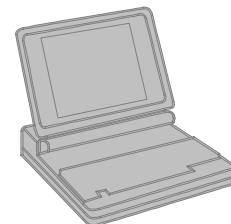
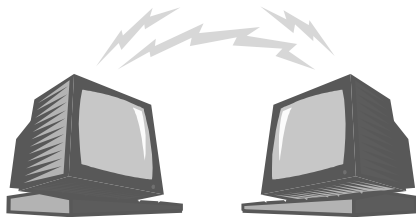




**State of Tennessee**

# **Enterprise**

## **Information Technology Strategic Plan**



**2004**

# **State of Tennessee**

## **Enterprise Information Technology Strategic Plan**

### **2004**

#### **Introduction**

This 2004 Enterprise Information Technology Strategic Plan outlines the State's Information Technology (IT) Goals and Objectives. Each Objective is accompanied by one or more Activities that encapsulate the work being done to further the strategic objective.

The State of Tennessee Enterprise Information Technology Strategic Plan is available on the Internet at this link:

<http://www.state.tn.us/finance/oir/strategic.pdf>

## **Goal 1: Enterprise Planning and Architecture**

***Assist leadership in developing and implementing enterprise strategies for solving complex business problems: i.e., core infrastructure business systems, application integration, consolidated state network.***

**Objective 1.1 Provide excellence in business analysis and project management.**

- Activity 1.1.1** Promote enterprise business process reengineering and economic analysis including value-added services to streamline the delivery of government services.
- Activity 1.1.2** Adopt project management best practices, and develop training, mentoring, and support programs to improve IT project management and achieve excellence in government services delivery.
- Activity 1.1.3** Identify projects from the annual ISP process that require OIR resources and develop an enterprise plan to address all areas of support requirements.
- Activity 1.1.4** Promote the use of Quality disciplines in project planning and management processes.

**Objective 1.2 Incorporate business best practices such as "return on investment" and program based performance measures in evaluating systems solution alternatives.**

- Activity 1.2.1** Utilize return on investment methodology and total cost of ownership to evaluate systems priorities, options and alternatives.
- Activity 1.2.2** Implement post-implementation review to evaluate results and measure project performance.

**Objective 1.3 Support the establishment of a dynamic technology architecture that supports the business needs of the state.**

- Activity 1.3.1** Promote continuing review and analysis of the state's technology architecture to support the changing business needs and evolution of information technology.
- Activity 1.3.2** Partner with representative agencies to develop an enterprise change management control process.

**Objective 1.4 Develop enterprise service models that increase reliability and availability, and that reduce overall initial and operational costs where possible.**

- Activity 1.4.1** Identify needs, develop and communicate solution with benefits and costs related to enterprise services.

**Activity 1.4.2** Document and communicate the components and advantages of enterprise service models.

**Activity 1.4.3** Assess infrastructure cost recovery models and revise models to adapt to the dynamic business and technology requirements of state agencies.

**Objective 1.5** Provide excellence in application testing.

**Activity 1.5.1** Adopt testing best practices and provide mentoring and support programs to improve IT Test Management.

**Activity 1.5.2** Analyze sourcing options for performance testing services and tools.

## **Goal 2: Improve Government Service Delivery**

***Revolutionize government service delivery through innovation in the use of technology to produce efficiencies, reduce costs, and improve responsiveness and customer convenience.***

**Objective 2.1** Improve federal, state and local government partnerships and encourage economies of scale in IT use.

**Activity 2.1.1** Collaborate with counties to encourage the use of TNII and other state-contracted services.

**Activity 2.1.2** Aggressively promote the use of GIS and associated technologies to provide a common enterprise framework for data with spatial content.

**Activity 2.1.3** Encourage the standardization of the help desk environments across state government.

**Objective 2.2** Actively research leading and promising technologies that are central to the state's highest strategic priorities.

**Activity 2.2.1** Develop OIR/agency partnerships in the evaluation of advanced technology pilot projects to solve state business problems.

**Activity 2.2.2** Form an Advanced Technologies inter-agency task force to research and review technologies that have not been previously deployed, that change an underlying business process, and have the potential to solve a state business problem.

**Activity 2.2.3** Monitor industry and professional organizations' direction for the use of emerging technology trends in solving business problems.

**Activity 2.2.4** Establish the infrastructure to support location-based services (LBS) to enable citizens to easily access information relevant to their location.

**Objective 2.3** Implement meaningful IT performance metrics.

**Activity 2.3.1** Adopt a state-centric total cost of ownership view and analysis.

## Goal 3: Cyber Security

***Ensure state data and IT resources are protected from threats and vulnerabilities in an IT infrastructure that attains the highest level of reliability and availability.***

**Objective 3.1** Support vertical and horizontal communications for public and private sector information sharing to serve the goals of Homeland Security.

- Activity 3.1.1 Promote public and private sector security information sharing in accordance with national security mandates.
- Activity 3.1.2 Maintain an ongoing liaison with the Homeland Security Council.
- Activity 3.1.3 Create and communicate cyber security response posture for potential threats.
- Activity 3.1.4 Establish the State Intranet Web Page as the source of information on threat conditions and critical information.

**Objective 3.2** Establish an enterprise approach to support classification mandated by state statute or governed by information privacy considerations in the records management, data and information creation, retention, transmission and use.

- Activity 3.2.1 Develop a program to properly manage the handling and communication of critical data classifications, down to the data element level.
- Activity 3.2.2 Identify, communicate, and determine funding requirements for deployment of the critical data classifications program.
- Activity 3.2.3 Analyze information privacy issues in terms of their ultimate program requirements.

**Objective 3.3** Improve the security posture of the State of Tennessee.

- Activity 3.3.1 Support a secure state Information Technology infrastructure 24x7x365.
- Activity 3.3.2 Create a cyber command post to exercise integrated security.
- Activity 3.3.3 Establish strong configuration management and configuration control as a basis for security planning and implementation.
- Activity 3.3.4 Implement a process for rapid response during cyber attacks or threats.
- Activity 3.3.5 Refine the security patch implementation and audit process.

**Objective 3.4** Deploy approved security policies and procedures to ensure statewide compliance in protecting the critical statewide IT assets.

- Activity 3.4.1 Promote awareness of every user's shared role in security.

- Activity 3.4.2 Implement CyberAcademy as a prerequisite to gaining access to the state's IT systems, with online access to policies, procedures, and guidelines.
- Activity 3.4.3 Develop and implement a comprehensive acceptable use policy throughout state government.
- Activity 3.4.4 Refine and enhance Security policies and procedures.

## **Goal 4: E-Government**

***Provide citizens access to reliable and responsive services and information electronically: Government available anytime - from anywhere.***

### **Objective 4.1 Develop and promote the "one-stop shop/single entry" interface to electronic government services.**

- Activity 4.1.1 Empower customer-level self-service: data entry and update by citizens, businesses, and other users.
- Activity 4.1.2 Promote Web-based portal services as the preferred method of electronic service delivery.
- Activity 4.1.3 Implement a statewide one-stop change of address and verification capability.

### **Objective 4.2 Encourage and support the integration of customer services across departmental boundaries and the various levels of government for the benefit of our customers.**

- Activity 4.2.1 Promote service integration by agency sharing of systems or solutions at ISM meetings and other forums.

### **Objective 4.3 Ensure accessibility of e-government services to all citizens of the state.**

- Activity 4.3.1 Pilot a publicly accessible kiosk for citizen access.
- Activity 4.3.2 Incorporate 508c compliance requirements in e-government services.
- Activity 4.3.3 Ensure appropriate processes are implemented to monitor for availability of services.

## **Goal 5: Information Technology Infrastructure**

***Ensure the IT infrastructure is in place to support state government.***

**Objective 5.1** Support an IT infrastructure that maintains the highest levels of reliability and availability and enhanced network security.

**Activity 5.1.1** Measure and enhance network reliability and responsiveness including LAN/WAN.

**Activity 5.1.2** Secure funding to achieve enhanced network performance and security.

**Activity 5.1.3** Identify the needs, cost and funding for upgrading critical IT infrastructure to ensure reliability, responsiveness, and availability.

**Activity 5.1.4** Enhance Data Center services for print services and business resumption.

**Objective 5.2** Support coordinated IT disaster recovery planning to ensure delivery of citizen services.

**Activity 5.2.1** Increase agency participation in identifying and planning for the recovery of crucial business processes in case of a disaster.

**Activity 5.2.2** Enhance the Disaster Recovery function through coordination and agency participation in enterprise wide planning and performance monitoring of disaster recovery tests.

**Activity 5.2.3** Establish a Master Plan for Disaster Recovery that will provide a standard format to be used by all agencies and will supply necessary tools for building agency-level plans that can be readily rolled up into a statewide plan.

**Objective 5.3** Develop Staffing Resources.

**Activity 5.3.1** Continually assess match between OIR staffing and training resources to meet future requirements.